**Course specification**

**Description: Project Human Resources, Communications and Integration Management**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Cat-nbr</th>
<th>Class</th>
<th>Term</th>
<th>Mode</th>
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<td>MGT</td>
<td>8027</td>
<td>44242</td>
<td>2, 2005</td>
<td>EXT</td>
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<td>Toowoomba</td>
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**Academic group:** FOBUS  
**Academic org:** FOB005  
**Student contribution band:** 2  
**ASCED code:** 080315

**STAFFING**
Examiner: Barrie Todhunter  
Moderator: Greg Gunter

**OTHER-REQUISITES**
Although there are no formal pre-requisite nor co-requisite courses for MGT8027, it is recommended that students enrol in MGT8022 Project Management Framework prior to, or simultaneously with, study of MGT8027.

**RATIONALE**
If the project stakeholders are not focused on the outcome, the project is unlikely to achieve its objectives. Organisation and leading are two functions of management that, if done appropriately, should ensure that project stakeholders become, and remain, committed to a project’s success. Human resource management endeavours to utilise the project's human resources in the most effective manner, by creating a project organisational structure and environment that satisfy the needs of the individuals, and focus the group’s energies on achieving desirable project outcomes. For the stakeholders to become committed to the project, they must continually receive information that is relevant to their needs, and that reassures them that their objectives are being considered. Efficient distribution of information is achieved through communications management. A key component of this is a project management information system (PMIS), which serves to collect, collate, and analyse project data, producing and distributing appropriate information to the respective stakeholders. Project Integration Management involves the management and coordination of all activities internal and external to the project. The project objectives must be successfully integrated with the objectives of the principal stakeholders, requiring analysis of the internal and external environments, project plan development, project plan execution, and overall change control.

**SYNOPSIS**
SYNOPSIS: The course examines the following: (1) Identification and establishment of an appropriate organisational structure, sourcing of human resources needed for the respective roles, allocation of responsibilities, establishment of reporting relationships, monitoring performance of team members, resolving conflict between stakeholders and within the project.
team, closing out the project and re-assigning team members, and (2) Identification of the requirements for distribution of information to stakeholders, implementation of a project management information, monitoring and evaluation of project performance and the information system, implementation of a control system to take corrective action if necessary, and collection, storage and archiving of project information upon completion. (3) The inputs, tools, techniques and outputs necessary to manage the analysis of the project environment, project plan development, project plan execution and overall change-control of projects.

OBJECTIVES
On completion of this course students will be able to:

1. establish the basic need or opportunity for the project and obtain approval from the sponsor for initiation of the project as evidenced by a project charter;
2. select an appropriate organisational structure for the management of a project;
3. source the appropriate human resources for the project team;
4. allocate responsibilities to team members and establish reporting relationships;
5. monitor team performance and identify inappropriate patterns of behaviour;
6. resolve conflict between stakeholders and within the project team;
7. identify stakeholders' information need and develop a communication plan;
8. monitor performance of the project and the PMIS;
9. identify relevant issues and analyse the internal and external project environments;
10. identify, locate and utilise project data and resources to prepare a coherent project plan;
11. use the project plan and other relevant data to execute the project so that it meets the objectives of the project sponsor and other principal stakeholders;
12. prepare and implement a change-control process to ensure the integrity of the overall project during execution; and
13. close out the project and ensure that project data and records are appropriately stored.

TOPICS

<table>
<thead>
<tr>
<th>Description</th>
<th>Weighting (%)</th>
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<tbody>
<tr>
<td>1. The project environment</td>
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<td>2. Project stakeholders</td>
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<tr>
<td>3. The project organisation</td>
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</tr>
<tr>
<td>4. The project management team</td>
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<tr>
<td>5. The organisational legal environment</td>
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<tr>
<td>6. Communications planning and definition</td>
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<tr>
<td>7. Project management information systems</td>
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<tr>
<td>8. Project integration management</td>
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<td>9. Project integration methodology</td>
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<tr>
<td>10. Project initiation and planning</td>
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<tr>
<td>11. Project monitoring and change control</td>
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<tr>
<td>12. Project review and completion</td>
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TEXT and MATERIALS required to be PURCHASED or ACCESSED

ALL textbooks and materials are available for purchase from USQ BOOKSHOP (unless otherwise stated). Orders may be placed via secure internet, free fax 1800642453, phone 07 46312742 (within Australia), or mail. Overseas students should fax +61 7 46311743, or phone +61 7 46312742. For costs, further details, and internet ordering, use the 'Textbook Search' facility at http://bookshop.usq.edu.au click 'Semester', then enter your 'Course Code' (no spaces).

(NOTE: This text is common to MGT8022, MGT8025 and MGT8027.)

PMI 2004, A guide to the project management body of knowledge (PMBOK), 3rd edn, Project Management Institute, Newtown Square, Pennsylvania.  
(NOTE: This text is common to MGT8024, MGT8025 and MGT8027.)

(revised & updated edition)

REFERENCE MATERIALS

Reference materials are materials that, if accessed by students, may improve their knowledge and understanding of the material in the course and enrich their learning experience.


STUDENT WORKLOAD REQUIREMENTS

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>HOURS</th>
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<tbody>
<tr>
<td>Assessment</td>
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<tr>
<td>Directed Study</td>
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</tr>
<tr>
<td>Private Study</td>
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<td>Residential Schools</td>
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ASSESSMENT DETAILS

<table>
<thead>
<tr>
<th>Description</th>
<th>Marks out of</th>
<th>Wtg(%)</th>
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<td>ASSIGNMENT 1</td>
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<td>40.00</td>
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<tr>
<td>ASSIGNMENT 2</td>
<td>100.00</td>
<td>60.00</td>
<td>07 Nov 2005</td>
</tr>
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</table>

IMPORTANT ASSESSMENT INFORMATION

1 Attendance requirements:  
If you are an international student in Australia, you are advised to attend all classes at your campus. For all other students, there are no attendance requirements for this course. However, it is the students’ responsibility to study all material provided to them or
required to be accessed by them to maximise their chance of meeting the objectives of
the course and to be informed of course-related activities and administration.

2 Requirements for students to complete each assessment item satisfactorily:
To complete each of the assessment items satisfactorily, students must obtain at least
50% of the marks available for each assessment item.

3 Penalties for late submission of required work:
If students submit assignments after the due date without prior approval then a penalty
of 20% of the total marks available for the assignment may apply for each working day
late.

4 Requirements for student to be awarded a passing grade in the course:
To be assured of receiving a passing grade a student must achieve at least 45% in each
of the summative assessments and at least 50% of the available weighted marks for the
summative assessment items.

5 Method used to combine assessment results to attain final grade:
The final grades for students will be assigned on the basis of the weighted aggregate
of the marks (or grades) obtained for each of the summative assessment items in the
course.

6 Examination information:
There is no examination in this course.

7 Examination period when Deferred/Supplementary examinations will be held:
Not applicable.

8 University Regulations:
Students should read USQ Regulations 5.1 Definitions, 5.6. Assessment, and 5.10
Academic Misconduct for further information and to avoid actions which might
contravene University Regulations. These regulations can be found at the URL
http://www.usq.edu.au/corporateservices/calendar/part5.htm. Students should also read
the Faculty of Business Guide to Policies and Procedures of the Faculty which can be

ASSESSMENT NOTES

1 Assignments: (i) The due date for an assignment is the date by which a student must
despatch the assignment to the USQ. The onus is on the student to provide proof of the
despatch date, if requested by the Examiner. (ii) If requested, students will be required
to provide a copy of an assignment submitted for assessment purposes. This should be
despatched to the USQ within 24 hours of receipt of a request being made. (iii) The
 Examiner may grant an extension of the due date of an assignment in extenuating
circumstances. Students may apply for an extension through the DEC before the due
date or by including an application with the submitted assignment after the due date.
Such applications should be in writing and include supporting documentary evidence.
The authority for granting extensions rests with the relevant Examiner. (iv) The Examiner
will normally only accept assessments that have been written, typed or printed on
paper-based media. (v) The Examiner will not accept submission of assignments by
facsimile. (vi) Students who do not have regular access to postal services or who are
otherwise disadvantaged by these regulations may be given special consideration. They
should contact the Examiner to negotiate such special arrangements. (vii) In the event
that a due date for an assignment falls on a local public holiday in their area, such as a
Show holiday, the due date for the assignment will be the next day. Students are to note
on the assignment cover the date of the public holiday for the Examiner's convenience.
2 Course Weightings: Course weightings of topics should not be interpreted as applying to the number of marks allocated to assessment.

3 Make-up Work: Students who have undertaken all of the required assessments in a course but who have failed to meet some of the specified objectives of a course within the normally prescribed time may be awarded the temporary grade: IM (Incomplete - Make up). An IM grade will only be awarded when, in the opinion of the examiner, a student will be able to achieve the remaining objectives of the course after a period of non directed personal study.

4 Deferred Work: Students who, for medical, family/personal, or employment-related reasons, are unable to complete an assignment at the scheduled time may apply to defer an assessment in a course. Such a request must be accompanied by appropriate supporting documentation. The temporary grade of IDM (Incomplete Deferred Make-up) may be awarded.

OTHER REQUIREMENTS

1 Learning Resources: Prescribed text and materials (see above); prescribed reference materials (see above); printed Study Book(s); CD (compact disc); and course Website accessible via USQConnect. Print copies of some material contained on the CD may be purchased through the USQ Bookshop.